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**LEADER COMMUNICATION MODEL IN ENHANCING THE PERFORMANCES OF STAFFS IN THE POLICE SECTOR OFFICE OF SINABOY AT THE DISTRICT OF ROKAN HILIR**

Hotna Sari

Vice Rector for Academic and Student Affairs

Sekolah Tinggi Agama Islam Ar-Ridho Bagansiapiapi

Hotnasari703@gmail.com

Abstract. *The purpose of this study was to determine the pattern of leadership communication in improving employee performance at the Sinaboy Police, Rokan Hilir Regency. The research method used is descriptive qualitative with a population of 22 people. The sampling technique used is a proportional sample. The number of samples or informants in this study were 8 informants. Data was collected by conducting observations, interviews, documentation and reference searches. The data sources used are primary sources and secondary data sources. Data processing and analysis techniques go through three stages, namely: data reduction, data presentation and conclusion drawing. The results of this study indicate that the pattern of communication and message flow used in an effort to improve employee performance at the Sinaboy Posek, Rokan Hilir Regency is a structural pattern. The indicator of this communication pattern is the communication from top to bottom, horizontal communication and diagonal communication. Barriers to Leadership Communication on Employee Performance at the Sinaboy Posek, Rokan Hilir Regency are (a) Miss communication; namely errors in communication such as errors in conveying information from the head of service to employees and staff, (b) Semantic barriers are barriers that have ambiguous meanings, in communicating between managers and staff feedback is expected; and (c) Physical barriers. Physical barriers are very influential on communication because with this obstacle the information conveyed will not reach the recipient of the message.*

Keywords: *Leader Communication Pattern, Employee Performance*

INTRODUCTION

Communication is very important both in human life personally and in organizations. According to Harold D Lasswell, the functions of communication include: (1) humans can control their environment, (2) adapt to the environment in which they are in, and (3) transform social heritage to the next generation.¹ By communicating a person will easily find partners, organizational communication such as internal communication of a company that can maintain good relations between subordinates and superiors and maintain good relations with fellow employees. External communication, for example,

¹ Hafid Cangara, *Pengantar Ilmu Komunikasi*. (Jakarta: PT Raja Grafindo Persada, 2007), p.59.

an organization can establish good relations with its external publics and increase and maintain customers (customers).²

The purpose of communication in the organizational process is none other than in order to establish mutual understanding (mutual understanding). Internal communication, for example, how leaders can establish good relations with their subordinates in order to achieve the vision, mission, values, which have been implemented by the organization.³ Through communication, humans can relate to each other both in daily life, at home, at work, and in the community. The importance of communication for humans cannot be denied, as well as for an organization or company.

Communication has an important role in an organization or company. With good communication, a company's or organization's activities can run smoothly and vice versa, lack or absence of communication will have a bad impact on the company or organization. Communication within the organization to provide information to all its members. Every organization or company certainly always wants to improve performance from time to time. Performance improvement does not only depend on modern equipment, but also on employees. Employees have different characteristics, this is where the challenge for organizations is to regulate the various kinds of specialties that employees have.⁴

In this paper, the author tries to analyze the communication pattern of the police organization. The Sector Police (abbreviated as Polsek) is the command structure of the Indonesian National Police at the sub-district level in relation to the government. It is one of the functions of the State government in the field of maintaining security and public order, law enforcement, protection, shelter, service, as well as community development and legal counseling. As a government organization, the Sector Police (abbreviated as Polsek) must pay attention to employees so that they can be responsible, enthusiastic, disciplined, skilled and creative according to what is expected to be able to be in line with technological developments and the demands of effective and efficient organizational activities.

From the background of the problem above, two problem formulations can be stated. First, how is the pattern of leadership communication in improving employee

² *Ibid.* p. 60.

³ Redi Panuju, *Komunikasi Organisasi*, (Yogyakarta: Pustaka Belajar, 2001), p.2.

⁴ Muhammad Arni, *Komunikasi Organisasi*, (Jakarta: Bumi Aksara, 2009). p.20.

performance at the Sinaboy Police, Rokan Hilir Regency? Second, what are the barriers to leadership communication in improving employee performance at the Sinaboy Police, Rokan Hilir Regency?

The purpose of this study was to determine the pattern of leadership communication in improving employee performance at the Sinaboy Police, Rokan Hilir Regency and also to find out the barriers in communication. Then this research is expected to be useful for developing the treasures of knowledge, especially those related to leadership communication patterns in improving employee performance at the Sinaboy Police, Rokan Hilir Regency. In addition, this research can be useful to increase knowledge, especially leadership communication in an institution or agency. In addition, this research can be used as a reference to deal with various problems in communication, especially therapeutic communication.

LITERATURE REVIEW

Communication is also referred to as a model and has the same purpose, namely a system consisting of various components that relate to each other. According to Nurudin, communication is basically a processing of ideas, ideas and symbols, so that there are certain patterns as a form of human behavior in communicating. Tubbs and Moss said that communication patterns can be characterized by complementarity or symmetry. In a complementary relationship, there is a dominant behavior from one participant so that the other participant bows down.⁵

From all the definitions above, it can be concluded that the meaning of the communication pattern is the form or pattern of the relationship between two or more people in the process of sending and receiving messages that are linked by two components, namely an image or plan that includes the steps of an activity with components that are related to each other. is an important part of communication between humans.

Communication starts from the ideas that exist in a person so that through the ideas conveyed it can be known the types of communication in question. This idea is processed into a message and then sent through certain media to other people as recipients. This communication activity has its own types, namely primary

⁵ *Ibid.* p.27.

communication, secondary communication, linear communication and circular communication.⁶

According to Dedy Mulyana, the principle of communication consists of nine principles. First, as a symbolic process. Second, behavior that has communication potential. Third, it has a content dimension and a relationship dimension. Fourth, take place in various levels of inequality. Fifth, occurs in the context of space and time. Sixth, it involves participant prediction of communication. Seventh, it is systematic. Eighth, having a similar socio-cultural background that makes communication more effective. Ninth, is non-sequential.

The purpose of communication according to Onong Uchjana Effendy consists of four things. First, change the attitude (to change the attitude). Second, change the opinion (to change the opinion). Third, change behavior (to change the behavior). Fourth, change society (to change the society). Meanwhile, according to Gordon I. Zimmerman as quoted by Dedy Mulyana that the purpose of communication is twofold, First, to communicate to complete tasks that are important to needs. Second, communicate to create and cultivate relationships with other people.⁷

In terms of the communication function in an organization as mentioned by Burhan Bungin, it consists of four parts. First, the informative function is to obtain more precise information. Second, the regulatory function is to obey the rules in an organization. Third, the persuasive function is to persuade subordinates by not relying on authority and power. Fourth, the integrative function is to foster a desire for greater participation in employees of the organization.

Based on the understanding, types, principles, goals and functions of communication above, a leader must be open to each other with his staff. The limitations of communication must be changed into a communication that is transparent and remains proportional and professional. This needs to be done because a leader has a great responsibility not only to his subordinates but also to God Almighty. Therefore, communication between the leadership and the ranks must be in accordance with their respective consciences so as not to cause negative effects between the two parties.

⁶Onong Uchjana Effendy, *Ilmu Teori dan Filsafat Komunikasi*, Citra Aditya Bakti, Bandung, 2003, p. 5-10

⁷Deddy Mulyana, *Ilmu Komunikasi Suatu Pengantar*, (Bandung: PT. Remaja Rosdakarya, 2000), p. 20.

Moreover, good communication between leaders and subordinates can foster excellent performance.

The concept of communication theory has a significant influence on a performance which is always called job performance/actual performance. It is undeniable that successful performance can be determined by one's ability in that field. However, to explore the potential of this ability, good and directed communication is needed. According to Anwar Prabu, employee performance is work performance or work results both in quality and quantity achieved by HR for a period of time in carrying out their work duties in accordance with the responsibilities given to them..⁸

Performance according to Keith Davis and John Newstrom (in Komang Ardana) is the study and application of knowledge about how people act in organizations. Gibson et al argues that performance is a field of study that includes theories, methods and principles from various disciplines to study individual perceptions, values and actions while working in groups and within organizations as a whole, analyzing the impact of the external environment on the study organization, mission and goals and strategies (in Komang Ardana).

Based on the above understanding, performance can be interpreted as the ability that a person has in carrying out his duties so that brilliant achievements are achieved. Robbins suggests that indicators to measure employee performance individually can be characterized by quality, quantity, timeliness, effectiveness and independence. On the other hand, Gibson suggests that the indicator can be influenced by three factors. First, individual factors, including abilities, skills, family background, work experience, social level and a person's demographics. Second, psychological factors consisting of perceptions, roles, attitudes, personality, motivation, work environment and job satisfaction. Third, organizational factors which include organizational structure, job design, leadership and rewards.

METHODOLOGY

The research will be carried out for 4 (four) months starting from February 2020 to May 2020. This research was carried out at the Sinaboy Police, Rokan Hilir Regency. The subject in this study was the Sinaboy Police, Rokan Hilir District, while the object was

⁸ *Ibid.* h.68

the leadership communication pattern in improving the performance of employees at the Sinaboy Police Sector, Rokan Hilir District. The population in this study is the Sinaboy Police, Rokan Hilir Regency, totaling 23 people.

The sampling technique used in this research is the selection of informants or samples using purposive sampling technique. This technique is done by taking a sample of data sources with certain considerations. The reason for using this purposive sampling technique is because not all samples have criteria that match the phenomenon under study. Therefore, the authors chose this purposive sampling technique with certain considerations or criteria that must be met by the samples used in this study. The sample informants in this study amounted to eight people as follows:

Table 1
Informant Characteristic

No	Name	Position
1	AKP Evi Hermanto	Chairman of police Office
2	AIPDA Fitriadi	PS. Kasium
3	BRIGADIR Hamid Zamri	BA Unit Intelkam
4	BRIPKA Joan Kurniawan	Kanit Reskrim
5	AIPDA Japarudin Siregar	Kanit Binmas
6	AIPDA Doni Pasaribu	Kanit Sabhara
7	Widya	Staf Intelkam dan Reskrim
8	Desti Dwiarti	Staff Binmas dan Sabhara
Total		8 Persons

FINDINGS AND DISCUSSION

Structural Communication Pattern (Top Down)

Structural communication is a formal communication process that is usually carried out in formal institutions through a command line from the leadership. This command line is based on organizational structure by actors who communicate as organizational officers with their respective statuses. The pattern carried out is formal, namely from the leadership to the staff.

**Leader Communication Model in Enhancing the Performances of Staff In the Police
Sector Office of Sinaboy At The Distric Of Rokan Hilir**
Doi: 10.30575/2017/IJLRES-2020091203

The structural pattern used at the Sinaboy Police, Rokan Hilir Regency has been running effectively, both for the leadership and staff because at the Sinaboy Police, Rokan Hilir Regency already has an organizational structure and each employee has a task. The use of this pattern becomes a directed communication flow between the Sector Police Chief, unit head, and staff.

Given that the Sinaboy police station is one of the organizational units, the structural communication pattern becomes one of the means for leaders to give orders to their subordinates. In this case the leader at the Sinaboy Police has three important roles, namely interpersonal, informational and decision-making roles.

One of the duties of the Sinaboy Police is to maintain security and public order in the same way as other police stations. In addition to the task of maintaining security, there are other duties, namely law enforcement, providing protection, protection and service to the community as well as other tasks within the jurisdiction. To realize this task, of course, it requires good coordination and performance from all personnel or employees through communication.

Communication carried out by leaders in an effort to improve quality, quantity, effectiveness, independence and on time in completing work is to provide instructions because each unit already has its own task. In government agencies there are various tasks, such as instructions, explanations, oral reports, talks to get information so that communication goes well, it is necessary to pay attention to the clarity of the message.

In order to improve work performance, the leader usually gives instructions or orders to subordinates. This instruction or order is usually carried out at a meeting or an apple every morning. However, not all instructions or orders are given only during the meeting or the morning meeting. If it is urgent, there is no need for all meetings because there are already SOPs. As a public servant, the police must put the community first.

Researchers see that, communication from top to bottom or from leadership to subordinates is quite effective because in a government agency it is the determinant of the continuity of a planned activity, because the leader gives orders, directing what to do. Leaders can give instructions to subordinates in order to carry out their duties and responsibilities properly and subordinates carry out instructions or orders given by the leader. This can be proven by the establishment of good relations and the creation of a conducive atmosphere in the community.

Horizontal Communication

Communication is very important in binding organizational unity. The direction of the message flow can take place within a government agency, namely from leadership to subordinates, or from subordinates to leadership. The flow of communication can also be carried out horizontally or from the side, namely the flow of communication between parties who have the same level in the organization.

Horizontal communication at the Sinaboy Police has been going well. This can be seen from the coordination between fellow personnel, the creation of good relations between fellow personnel, good cooperation in handling cases. The implementation of horizontal communication related to the coordination of activities and work also went smoothly. The type of communication used is formal and informal, depending on the needs and the situation.

This is in accordance with the theory which states that horizontal communication plays an important role in fostering relationships among employees and encouraging the creation of a cohesive work unit. Employees of the same level, who interacted frequently, appeared to have less difficulty understanding one another. Interaction between peers produces emotional and psychological support. Trust among co-workers, high attention to will create a good and harmonious work environment in an organization.⁹

Diagonal Communication

Diagonal communication is communication that takes place from one party to another in a different position, where the two parties are not on the same structural path. Diagonal communication is used by two parties who have different levels but do not have direct authority to the other party.

One of the indicators in this research is diagonal communication. Through interviews, the author concludes that diagonal communication at the Sinaboy Police Station is also going well. each unit needs each other, especially in terms of solving a case. As exemplified by AIPDA Doni Pasaribu, that in solving a case, it is often necessary

⁹ Nathania. *Hubungan Aliran Komunikasi Organisasi Dengan Kinerja Karyawan PT.Sarana Lubitama Semesta*, Jurnal E-Komunikasi Vol.2, No.3. 2014.

to coordinate with other departments, not because one section is unable to resolve it, but indeed the case must be resolved together because it is related to other units.

This is in accordance with the theory which states that diagonal communication involves communication between two different levels of the organization. The diagonal form of communication has several advantages, namely the dissemination of information can be faster than traditional forms of communication and it allows individuals from various parts or departments to help solve problems within the organization..¹⁰

The Obstacles of Communication in Sector Police Office of Sinaboy

Obstacles are common things that can be encountered by every human being. Both from within oneself, from the social environment and the wider community. The obstacles in leadership communication on employee performance at the Sinaboy Police based on interviews are as follows.

Miss communication that occurred at the Sinaboy Police Sector was due to an error in one of the communication processes that would cause the goal or mission to be achieved not to be achieved. If in an organization, the communication that is built between the leadership and staff occurs an error in building a communication (miss communication), then it is certain that the organization will not take place continuously and the teamwork that will be built in the agency will be messy and chaotic.

The results of this study indicate that communication within an organization really needs to be considered so that the team work that has been built well can be maintained, so that it can increase solidarity among others so that the expected goals can be achieved.

In general, the language that must be used in the Sinaboy Posek environment is Indonesian. However, sometimes the native language of their respective regions will not disappear even though they are required to speak Indonesian. From the results of the interview above, it shows that the barriers in terms of language differences can be overcome with awareness and immediately change the local language which was

¹⁰ Poppy Ruliana, *Komunikasi Organisasi: Teori dan Studi Kasus*, (Depok: Rajawali Pers, 2018), p.160

originally said to be Indonesian and become a word that can be easily understood by the interlocutor.

Based on the results of the study, one of the inhibiting factors of communication at the Sinaboy Posek, Rokan Hilir Regency, was an error in receiving information or messages, problems in interpreting messages and problems in the network and telephone signals. One of the factors that hinder the occurrence of internal communication is the problem when delivering messages from the sender to the recipient due to physical factors such as telephone networks, telephone speakers and signals. Although these disturbances seem trivial, they hinder the communication process.

Based on the results of interviews and observations, it can be concluded that the factors that hinder the occurrence of internal communication at the Sinaboy Posek, Rokan Hilir Regency, are differences in understanding information or tasks given by the leadership due to lack of clarity and delays in providing instructions and instructions regarding implementation. the task, there is a problem with the telephone network, the health condition of the sender and recipient of the message that can interfere with concentration in communicating and there is a misinterpretation of the message given..

CONCLUSION

Based on the results of the research that has been stated in the previous discussion, the following conclusions can be drawn:

The pattern of communication and message flow used in an effort to improve employee performance at the Sinaboy Posek, Rokan Hilir Regency is a structural pattern. Structural communication is a communication process that is carried out structurally with stages in decision making by holding work meetings so that work programs can be realized properly so that there is no miscommunication and the main goal can be achieved. The indicators of this communication pattern are top-down communication, horizontal communication and diagonal communication.

Barriers to Leadership Communication on Employee Performance at the Sinaboy Posek, Rokan Hilir Regency are (a) Miss communication; namely errors in communication such as errors in conveying information from the head of service to employees and staff, (b) Semantic barriers are barriers that have ambiguous meanings, in communicating between managers and staff feedback is expected; and (c) Physical

barriers. Physical barriers are very influential on communication because with this obstacle the information conveyed will not reach the recipient of the message..

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